Missouri State Highway Patrol

Strategic Plan
January 2005-December 2007

Department of Public Safety
MISSOURI STATE HIGHWAY PATROL
Colonel Roger D. Stottlemyre, Superintendent

An
Internationally
Accredited Agency

Bob Holden
Governor

Charles R. Jackson
Director

August 18, 2004

GENERAL HEADQUARTERS
P.O. Box 568
Jefferson City, MO 65102-0568
Telephone: 573-751-3313
FAX: 573-751-9419

TROOP A
504 S.E. Blue Parkway
Lee's Summit, MO 64063-4351
Telephone: 816-622-0800
FAX: 816-622-0715

TROOP B
308 Pine Crest Drive
Macon, MO 63552-1030
Telephone: 660-385-2132
FAX: 660-385-3920

TROOP C
599 South Mason Road
St. Louis, MO 63141-8550
Telephone: 314-340-4000
FAX: 314-340-4010

TROOP D
3131 East Kearney Street
Springfield, MO 65803-5044
Telephone: 417-895-6868
FAX: 417-895-6877

TROOP E
4947 Highway 67 North
Poplar Bluff, MO 63901-8719
Telephone: 573-840-9500
FAX: 573-840-9509

TROOP F
P.O. Box 568
Jefferson City, MO 65102-0568
Telephone: 573-751-1000
FAX: 573-751-6814

TROOP G
P.O. Box 10
Willow Springs, MO 65793-0010
Telephone: 417-469-3121
FAX: 417-469-3105

TROOP H
P.O. Box 8580
St. Joseph, MO 64508-8580
Telephone: 816-387-2345
FAX: 816-387-2349

TROOP I
P.O. Box 128
Rolla, MO 65402-0128
Telephone: 573-368-2345
FAX: 573-368-2352

Mr. Charles R. Jackson, Director
Department of Public Safety
Post Office Box 749
Jefferson City, MO 65102-0749

Dear Director Jackson:

On behalf of the Strategic Planning Committee, I present to you the 2005-2007 Missouri State Highway Patrol Strategic Plan. Committee members developed this plan with thoughtful consideration regarding law enforcement challenges that confront all public safety agencies throughout the State of Missouri.

I challenged the committee to develop a strategic plan that identified and focused on our core agency functions, with an emphasis toward traffic safety, homeland security, and crime investigation issues. This strategic plan provides an overview of the priority issues within our agency and establishes strategies for attaining our goals for improved public safety and increased efficiency through technology.

I would like to acknowledge the time and effort expended by members of the strategic planning committee, and express my sincere gratitude for their dedication and hard work in the development of this document.

I urge all Patrol employees to embrace our agency core value principles, and to remain diligent in their efforts to accomplish the strategies outlined in our plan. I pledge my commitment to work with the citizens and governmental leaders of our great state to implement improvements and enhancements in law enforcement statewide.

Sincerely,

ROGER D. STOTTLEMYRE, Colonel
Superintendent

enc

Index

Strategic Planning Committee Members

MEMBER	ASSIGNMENT
Major Richard L. Coffey	Commander, Technical Services Bureau
Captain Johnny D. Biram	Director, Training Division
Captain Sandra K. Karsten	Director, Human Resources Division
Captain Timothy P. McGrail	Director, Criminal Records and Identification Division
Captain Terry W. Moore	Director, Traffic Division
Captain Ronald K. Replogle	Director, Division of Drug and Crime Control
Captain Christian T. Ricks	Director, Public Information and Education Division
Captain Ronald L. Walker	Assistant Bureau Commander, Field Operations Bureau
Lieutenant Robert P. Stieffermann	Assistant Director, Research & Development Division
Lieutenant Juan O. Villanueva	Southern District Operations Commander, Troop D
Sergeant Bruce T. Clemonds	Grants Projects Specialist, Field Operations Bureau
Sergeant Julie A. Kerr	Administrative Services, Human Resources Division
Sergeant Jeffrey L. Van Tress	Zone 9 Supervisor, Troop B
Mr. Jerry B. Baker	HAZMAT Trainer, Commercial Vehicle Enforcement Division
Ms. Patricia L. Carr	Staff Inspector, Research & Development Division
Mr. Larry G. Lueckenhoff	Program/Analyst Manager, Information Systems Division
Mr. Brent A. Miller	Assistant Director, Budget and Procurement Division
Mr. William A. Randle	Criminalist, Crime Laboratory Division
Mr. Roger D. Strope	Chief Projects Engineer, Communications Division

Missouri State Highway Patrol
Strategic Plan

Vision

By excelling as a criminal justice leader in the delivery of quality services, the Missouri State Highway Patrol will ensure Missouri is a safe place to live or visit.

Mission

The Missouri State Highway Patrol will serve and protect all people by enforcing laws and providing services to ensure a safe and secure environment.

Core Values

The Missouri State Highway Patrol believes public trust and respect must be earned and are essential to attain our vision and accomplish our mission. To maintain public trust and respect we embrace the following values:

Integrity – Uncompromising principle; honesty; steadfast adherence to a strict ethical code.

Responsibility – Accountability; trustworthiness; use of good judgment.

Respect – Fairness without prejudice; appreciation for diversity.

Professionalism – High standards; dedicated to our mission; unified in purpose.

Compassion – Concern with human welfare; ability to appreciate feelings or emotions of others.

Resourcefulness – Creativity; the ability to be effective in difficult situations.

Character – We are committed to respecting individual dignity in all people and to providing services in a fair, consistent, and impartial manner to the best of our ability. As caring and innovative professionals, the men and women of the Missouri State Highway Patrol will strive to maintain a safe environment through a service orientated organization capable of addressing the most complex challenges that confront us.

Commitment – We are committed to providing services from knowledgeable, capable, and willing employees. We are committed to respecting each employee as an individual and for his or her role in the department. We are committed to maintaining the sense of pride and camaraderie within our department and to having a workplace where employees are supportive of each other and loyal to the values and commitments of the department.

TRAFFIC SAFETY
STRATEGIC ISSUE: 1.0

STRATEGIC GOAL: REDUCE INJURY & FATALITY RATES RELATED TO TRAFFIC CRASHES ON MISSOURI HIGHWAYS

Overview

Traffic safety is one of our most prominent and widespread public safety issues. Traffic crashes have a profound economic and emotional effect upon the citizens of Missouri. In 2003, a total of 182,624 traffic crashes were reported in the state of Missouri with a total estimated economic loss of more than $3.4 billion. This includes the loss of productivity due to injury or death and the long-term treatment of disabling injuries, and the loss of property as a result of traffic crashes.

Fatal traffic crashes are one of the leading causes of death in the United States and the greatest cause of violent death. Law enforcement officers from across the nation are called upon, too often, to notify the next of kin of crash victims. National Highway Traffic Safety Administration FARS data revealed that in 2001, alcohol-related traffic crashes accounted for 520 fatalities in Missouri. It is estimated that three out of every ten Americans will be involved in an alcohol-related traffic crash at some time in their lives.

The primary statutory purpose of the Missouri State Highway Patrol is to enforce traffic laws and promote safety upon the highways. The Missouri State Highway Patrol also serves as the central repository for statewide motor vehicle crash reports, alcohol and drug-related traffic offense convictions, and criminal history records. Through analysis of traffic crash data collected by the Patrol, safety improvements are made to roadways maintained by the Missouri Department of Transportation.

To provide an increased level of service and protection to citizens of the state of Missouri, a paramount importance is placed upon the establishment and continuation of initiatives that address crash reduction, safe and sober driving, and safety belt/restraint usage. The failure to adequately educate citizens and enforce traffic laws will hinder crash reduction efforts as traffic volume increases.

OBJECTIVE: 1.1: Reduce the number of injuries and fatalities related to traffic crashes where alcohol/drug impairment is a contributing factor by 2% statewide by December 31, 2007.

❖ Supporting data reference material: STARS System data on Patrol investigated traffic crashes and DWI tracking system.

STRATEGIES:

1.1.1: Provide enforcement activities that target alcohol/drug impaired driving.

1.1.2: Develop partnerships as a means of reducing alcohol/drug impaired crashes.

1.1.3: Provide law enforcement training programs that target alcohol/drug impaired driving.

1.1.4: Provide public education on the effects of alcohol/drug impaired driving.

OBJECTIVE: 1.2: Reduce the number of injuries and fatalities related to traffic crashes where aggressive/hazardous driving is a contributing factor by 2% statewide by December 31, 2007.

❖ Supporting data reference material: STARS System data on Patrol investigated traffic crashes and Missouri Traffic Safety Compendium.

STRATEGIES:

1.2.1: Provide enforcement activities that target aggressive/hazardous driving.

1.2.2: Develop partnerships as a means of reducing aggressive/hazardous driving related injury and fatal traffic crashes.

1.2.3: Provide law enforcement training programs that target aggressive/hazardous driving.

1.2.4: Provide public education that identifies aggressive/hazardous driving as a contributing factor in injury and fatality traffic crashes.

OBJECTIVE: 1.3: Increase seatbelt use by 3% statewide by December 31, 2007.

❖ Supporting data reference material: Central Missouri State University Annual Survey, contracted through Missouri Office of Highway Safety.

STRATEGIES:

1.3.1: Provide enforcement activities that target seatbelt compliance.

1.3.2: Pursue seatbelt legislative change from secondary to primary enforcement.

1.3.3: Provide public education on the benefits of seatbelt usage.

OBJECTIVE: 1.4: Increase use of Problem Oriented Community Policing (POCP) activities to reduce traffic crashes in high accident areas by December 31, 2007.

❖ Supporting data reference material: Field Operations Bureau, Community Oriented Policing Standards (COPS) activity tracking.

STRATEGIES:

1.4.1: Increase utilization of the Community Oriented Policing Standards (COPS) philosophy in developing enforcement operations.

1.4.2: Increase training for personnel on problem solving strategies utilized in the COPS program. (Scanning/Analysis/Resources/Assessment, "SARA" model)

CRIMES AGAINST PERSONS AND PROPERTY
STRATEGIC ISSUE: 2.0

STRATEGIC GOAL: SAFEGUARD THE PUBLIC BY INVESTIGATING CRIMES AND ASSISTING LAW ENFORCEMENT AGENCIES; THEREBY, REDUCING CRIME AND THE FEAR OF CRIME

Overview

Most Missourians are fortunate enough not to be victimized by a crime; however, it is likely they know someone who has been, or will be, victimized by a criminal act. Fear of crime guides many of our personal decisions – from where to live and whether to let our children play outside, to our views on gun control. The United States has the highest crime rate of all industrialized nations. For every 100,000 Americans, five were murdered in 2002.

Violent crimes in Missouri decreased during the 1990's; however, in 2001 both violent crimes and property crimes once again began to increase. There are a multitude of reasons for the changes in the rate of crime, such as the economy, demographics, improvements to law enforcement procedures, law enforcement funding, and changes in the laws. Illegal drugs have been one factor that has adversely impacted the rate of violent crimes and property crimes. The proliferation of methamphetamine labs throughout the state of Missouri has brought new challenges to the Patrol, as well as other law enforcement agencies.

Even with periods of decreased violent crime rates nationally, as well as in Missouri, the threat of being victimized continues to significantly impact Missouri citizens. Based upon surveys of Missourians, crime was considered the most important social issue facing law enforcement.

Not only does crime take a physical and emotional toll on all of society, it creates a tremendous financial burden. Although local and state governments bear the brunt of overall criminal justice costs, the fiscal year 2004 federal budget for drug control alone was $11.7 billion. Besides government expenditures, hundreds of billions of dollars are spent each year on insurance, private security services, and crime prevention products.

The Missouri State Highway Patrol has several roles when it comes to responding to crime in the state. There is an obvious enforcement role, but, in addition, there is an even larger role involving preparedness, prevention, support, and coordination of Patrol services with county and municipal law enforcement, as well as other state agencies. Agency initiatives in these areas help enhance the efforts of other Missouri law enforcement officers and contribute to the reduction of crime in the state.

OBJECTIVE: 2.1: Increase the Patrol's response to law enforcement agency requests to assist with crimes against persons and property.

❖ Supporting data reference material: data from DDCC Investigation Tracking Log, calls for service entries from Computer Aided Dispatch (CAD), UCR/MIBRS.

STRATEGIES:

2.1.1: Provide timely collection and processing of criminal investigative evidence and information.

2.1.2: Develop partnerships to help reduce crime.

2.1.3: Provide training and education to local and state agencies, and the private sector in criminal investigation, crime prevention, crime reporting, and regulatory compliance.

OBJECTIVE: 2.2: Increase the number of drug investigations conducted.

❖ Supporting data reference material: Patrol Investigation System of Reporting, DDCC Annual Report, Drug Interdiction Program totals, Marijuana Eradication Report, MoSPIN database.

STRATEGIES:

2.2.1: Provide timely collection and processing of illegal drug investigative evidence, information, and intelligence.

2.2.2: Develop partnerships with other law enforcement agencies to enhance drug enforcement operations.

2.2.3: Increase education concerning illegal drug usage and production.

HOMELAND SECURITY
STRATEGIC ISSUE: 3.0

STRATEGIC GOAL: REDUCE THE THREAT AND IMPACT OF TERRORISM, HAZARDOUS INCIDENTS, AND OTHER DISASTERS

Overview

Missourians are at risk from natural and manmade disasters. These hazards include tornadoes, earthquakes, flooding, hazardous materials incidents, and terrorism.

The potential disasters we face are varied and primarily fall into two categories: natural events and manmade events. The natural events include such things as tornadoes and severe storms, floods, severe winter weather, drought, fires, heat waves, and earthquakes. The manmade events include such things as dam failures, utility interruptions/failures, fires, nuclear power plant events, hazardous materials events, mass transportation accidents, civil disorder, and terrorism.

Missourians are keenly aware of the potential for a serious natural disaster given the frequency of tornado activity throughout the state, and the vulnerability of many citizens to earthquake activity due to their geographic proximity along the New Madrid fault. Missourians also possess a heightened awareness of the potential for a serious manmade disaster following the events of September 11, 2001. Failure to adequately prepare for, and mitigate the efforts of these potential disasters will impair response and recovery efforts should one occur.

The physical safety of Missourians and our visitors is a primary mission of the Missouri State Highway Patrol. The agency recognizes that in order to successfully accomplish this mission, it has a key responsibility of preparing the public for the natural and manmade emergencies/disasters they are most likely to encounter. To that end, the Missouri State Highway Patrol seeks to develop partnerships with federal, state, and local governments, volunteer agencies, and the private sector, to provide assistance in preparedness, response, and recovery following potentially disastrous events.

OBJECTIVE: 3.1: Increase the intelligence capabilities and services provided to local, state, and federal law enforcement agencies by 50% by December 31, 2007.

❖ Supporting data reference material: MoSPIN database, Heartland Enforcement Against Terrorism (HEAT) database.

STRATEGIES:

3.1.1: Provide investigative services related to the identification of suspected terrorists, associates, and supporters.

3.1.2: Provide a mechanism to facilitate the collection, analysis, evaluation, and dissemination of information related to terrorism.

3.1.3: Provide training and education to local and state agencies, and the private sector in terrorism recognition and intelligence collection.

OBJECTIVE: 3.2: Increase the Patrol's operational response capabilities toward acts of terrorism or disasters.

❖ Supporting data reference material: MoSPIN database, Heartland Enforcement Against Terrorism (HEAT) database.

STRATEGIES:

3.2.1: Develop partnerships to prevent and respond to acts of terrorism or disasters.

3.2.2: Participate in disaster assistance programs, emergency management training, and comprehensive community exercise programs.

3.2.3: Provide hazardous response training as part of the continuing law enforcement education curriculum.

3.2.4: Identify and obtain resources, equipment, and infrastructure to improve response to all hazardous events.

3.2.5: Develop opportunities for better voice and data communications among affected disaster response agencies.

STRATEGIC GOAL: IMPROVE THE QUALITY OF PATROL SERVICES

Overview

The Missouri State Highway Patrol must strive to become more efficient and effective to meet the ever-increasing demands placed upon the agency. Efficiency is the best possible use of time, money, and resources. Effectiveness is the accomplishment of specified goals. The success of the Patrol depends upon accomplishing the right objectives without wasting time, money, or resources.

Continual review and assessment must be made of core budgets, as well as new decision items, to ensure services are being delivered in the most efficient and effective manner. This requires setting performance standards and objectives, analyzing how well activities and results compare against the standards, correcting performance, altering standards, or acting to take advantage of opportunities. Missouri State Highway Patrol services must be administered in a manner that will maximize agency resources.

Advancements in technology have had a significant impact on methods used to deliver services to Missouri law enforcement and the public. The Missouri State Highway Patrol provides information services from internal components, the Federal Bureau of Investigation, and Criminal Justice Information Service to local, state, and federal criminal justice users. Interoperability between computer systems is necessary to exchange criminal justice information in a timely and efficient manner. As the amount and type of information received, processed, stored, and disseminated increase, and the number of users continues to grow, the Missouri State Highway Patrol will be required to keep pace with the demand for timely delivery of high quality information services.

The Internet has significantly changed the way that the state of Missouri serves its citizens. Opportunities exist to streamline existing processes, reduce paperwork, and make delivery of services to our citizens more efficient. The mechanism for delivering services to our customers via the Internet or other electronic means is commonly referred to as E-Government. The Missouri State Highway Patrol must actively investigate potential applications for E-Government where practical.

In day-to-day operations, natural disasters, and multi-jurisdictional incidents affecting public safety, it is the responsibility of the Missouri State Highway Patrol to assist with the coordination of law enforcement efforts in the state of Missouri. The Missouri State Highway Patrol must have communications systems capable of reliable and effective communications with its officers and other public safety and law enforcement entities in the state.

OBJECTIVE: 4.1: Increase satisfaction in Patrol services provided to the public, criminal justice agencies, and other governmental agencies.

❖ Supporting data reference material: RDD/SAC public opinion survey results.

STRATEGIES:

4.1.1: Provide requested or required records, statistics, and reports in a timely and accurate manner.

4.1.2: Employ up-to-date technology and equipment that will improve performance and service.

4.1.3: Maintain a sufficient, qualified, and diverse workforce to provide optimal service.

4.1.4: Develop partnerships to improve services to the public.

4.1.5: Conduct periodic satisfaction surveys and develop strategies to address areas of concern.

4.1.6: Determine future personnel and equipment needs and potential sources of funding.

4.1.7: Seek dedicated agency funding to achieve goals and operational objectives.

4.1.8: Provide training in order to achieve broader areas of expertise.

4.1.9: Provide educational and informational materials regarding Patrol services.

OBJECTIVE: 4.2: Increase satisfaction in internal Patrol services.

❖ Supporting data reference material: RDD, Staff Inspection services survey results.

STRATEGIES:

4.2.1: Maintain a sufficient, qualified, and diverse workforce to provide optimal customer service.

4.2.2: Employ up-to-date technology and equipment that will improve performance and customer service.

4.2.3: Provide expanded training, as well as cross training of department personnel, in order to achieve broader areas of technical expertise.

4.2.4: Review programs and projects for efficiency and effectiveness.

4.2.5: Develop long-range capital improvement and leasing plans to accommodate growth.

4.2.6: Determine future personnel and equipment needs and potential sources for funding.

4.2.7: Conduct component services surveys and develop strategies to address areas of concern.

4.2.8: Expand career development opportunities and programs.

4.2.9: Analyze anticipated workloads and population trends to determine adequate personnel levels.

Reference Material

Uniform Crime Report, U.S. Department of Justice, FBI, Missouri Statewide Drug and Violent Crime Strategy Update

Missouri Department of Mental Health, Division of Alcohol and Drug Abuse, Status Report on Missouri's Alcohol & Drug Abuse Problems

Population Estimates Program, Population Division, U.S. Census Bureau
http://www.census.gov/population/estimates/housing/sthuhh.txt

Missouri Department of Public Safety, STOP Violence Against Women Grant Program, Implementation Plan

Missouri Department of Social Services, Division of Family Services, Child Abuse and Neglect in Missouri

Missouri Department of Social Services, Division of Aging, Elder Abuse It Is A Crime, Missouri's Response System

Office of Administration, Budget and Planning; DPS Director's Office, Administrative Services

Missouri State Highway Patrol, Division of Drug and Crime Control, Investigation Tracking Log, Calls for Service Entries from Computer Aided Dispatch (CAD), Annual Report and Program Totals, Heartland Enforcement Against Terrorism (HEAT) Database, Patrol Investigation System of Reporting (CJ04), Missouri Statewide Police Intelligence Network (MOSPIN), and Organized Crime Anti-Terrorism Database (OCAT)

Missouri State Highway Patrol, Field Operations Bureau, Community Oriented Policing Services (COPS) Activity Tracking System, Drug Interdiction Program Totals, Marijuana Eradication Report

Missouri State Highway Patrol, Traffic Division, Statewide Traffic Accident Reporting System (STARS), Fatal Accident Reporting System (FARS), Traffic Arrest System (TAS), Alcohol/Drug Offenders Reporting System (ADORS), Annual Traffic Compendium, and DWI Tracking System, Missouri Crime and Arrest Digest

Missouri State Highway Patrol, Research and Development Division and Information Systems Division, Statistical Analysis Center (SAC), Public Opinion Survey Results, and Staff Inspection Services Survey Results

Missouri State Highway Patrol, Criminal Records and Identification Division, Uniform Crime Reporting/Missouri Incident Based Reporting System (UCR/MIBRS)

Missouri State Highway Patrol
2005-2007
Strategic Plan

The model used for the Patrol Strategic Plan involves the use of the following tiered levels of information.

* [AGENCY LEVEL - STRATEGIC PLAN]

MISSION STATEMENT

↑

STRATEGIC ISSUES

↑

STRATEGIC GOALS

↑

OBJECTIVES

↑

STRATEGIES

↑

** [TROOP/DIVISION LEVEL - TACTICAL PLAN]

GOAL STATEMENT

↑

TACTICAL OBJECTIVES

↑

*** [ZONE/UNIT LEVEL - OPERATIONAL PLAN]

ACTION STEPS

The Strategic Plan identifies and establishes the priority issues, goals, objectives, and strategies for the entire agency. The individual troops and divisions are then tasked with developing and tracking individual "Tactical Plans". A Tactical Plan consists of a single "Goal Statement" and "Tactical Objectives". The goal statement should identify the component mission, or purpose. The objectives are more specific and should be measurable. Objectives should be based on tasks or functions where improvement or stability will help accomplish the Strategic Plan strategies that relate to the respective troop or division responsibilities. Subsequently, troop zones and division units are responsible for development and tracking of "Operational Plans". Operational Plans are made up of "Action Steps". Action steps define specific results expected from zones, or units. Action steps are developed after identifying tactical objectives that relate to their specific zone or unit responsibilities. Action steps, when completed, help accomplish the various objectives established in the "Tactical Plan" for a troop or division.

* Dark Teal Printed Text: Relates to Strategic Plan (agency-wide document)

** Green Printed Text: Relates to Tactical Plan (troop/division level document)

*** Brown Printed Text: Relates to Operational Plan (zone/unit level document)

Definitions:

Strategic Plan: A broad and far-reaching agency wide blueprint for goal attainment. A strategic plan specifies necessary resource allocations, schedules, and tasks. It outlines what the organization hopes to accomplish in a specified time period. The time period is normally three years; however, it can be adjusted to meet other criteria. A strategic plan is developed by a committee of employees approved by the head of the agency.

Mission Statement: A broad declaration of the agency's purpose, its priority functions, and acknowledgement of who will be provided agency services.

Issues: High priority matters of concern related to the organization's assigned purpose and functions.

Goals: A desired future state that the organization attempts to attain. Goals are the way an agency fulfills its mission.

- ❖ Goals are important because organizations exist for a purpose.

- ❖ Goals define and state an agency's purpose.

- ❖ Goals are broad in scope, abstract in nature, and outline general intentions.

- ❖ Goals are intangible and cannot be validated.

Objectives: Specific targets of improved performance derived from an agency's goals and strategies. Objectives explain how a project will resolve specific problems and establishes measurable benchmarks for success.

- ❖ Objectives are specific, quantifiable, and time-bound statements of a desired accomplishment.

- ❖ Objectives are aligned with the success of programs.

- ❖ Objectives represent milestones necessary to attain goals.

- ❖ Objectives are narrow in scope, and outline precise intentions.

- ❖ Objectives are tangible and can be validated.

Strategies: Specific actions or programs that provide a method for accomplishing an objective.

Tactical Plans: A focused blueprint for attaining troop/division goals.

- ❖ Describe what troops and divisions must do to help achieve the overall strategic plan.

- ❖ Are developed by troop commanders and division directors.

- ❖ Have a time limit of one year.

Operational Plans: A detailed blueprint for attaining zone/unit goals.

- ❖ Define specific results expected from zones, units, work groups, and individuals.

- ❖ Are made up of specific action steps that achieve operational goals and support tactical plans.

- ❖ Have action steps that are precise and measurable.

- ❖ Are developed by first line supervisors.

- ❖ Are the first line supervisor's tools for planning daily and weekly operations.